

DEPARTMENTAL ADMINISTRATION

FY 1999 ANNUAL PROGRAM PERFORMANCE REPORT

Departmental Administration (DA) is USDA's central administrative management organization. DA provides support to policy officials of the Department, and overall direction and coordination for the administrative programs and services of USDA. In addition, DA manages the Headquarters Complex and the George Washington Carver Center in Beltsville, Maryland, and provides direct customer service to Washington, D.C. employees. The mission of DA is to provide the most effective and efficient administrative management leadership and services to support USDA agencies and enable the Department to reach its programmatic goals.

DA's functions include human resources management, ethics, civil rights, procurement and property management, emergency preparedness, small business utilization and outreach programs. The administrative law functions and the Hazardous Materials Management Group have been placed within Departmental Administration for administrative purposes.

The DA mission includes the civil rights programs to facilitate the fair and equitable treatment of USDA customers and employees while ensuring the delivery and enforcement of civil rights programs and activities. The vision is that USDA is a leader in ensuring equal opportunity and non-discrimination in all program and employment activities. Its customers and employees reflect the diversity of the nation and in an atmosphere of inclusion where customers and employees are valued and treated with dignity and respect.

More information regarding DA's programs and activities can be found in the Departmental Administration Strategic Plan and Annual Performance Plan. Only Federal employees were involved in the preparation of this report.

The following table provides summary information on DA's achievement of FY 1999 Performance Goals.

DA PERFORMANCE SUMMARY			
Strategic Goal	FY 1999 Performance Goals	Performance	
		Target	Actual
Goal 1: All USDA employees and customers are treated fairly and equitably with dignity and respect. The USDA will have the best civil rights record among Federal agencies.	Fully implement the Civil Rights Action Team (CRAT) Report recommendations that were approved by the Secretary of Agriculture.		
	Implementation of teams established.	100%	100%
	Policies/Strategies issued based on CRAT recommendations.	100%	100%
	Employees received basic Civil Rights (CR) training.	100%	79%
	Farm worker issues implemented.	100%	100%
	Legislative changes related to farm policies.	100%	0%
Goal 2: Provide leadership, policy, oversight and coordination to improve the management of programs and administrative processes throughout USDA.	Decrease in the time to settle backlog civil rights complaints.	5%	3%
	Increase opportunity for the historically under served community to participate in USDA program services.		
	Agency plans that adequately meet established criteria to address needs of targeted populations.	65%	20%
	Increased USDA contract opportunities will be set-aside for small business.		
	Percent increase (over prior year) of contract requirements set aside for small business.	10%	10.6%

DA PERFORMANCE SUMMARY			
Strategic Goal	FY 1999 Performance Goals	Performance	
		Target	Actual
Goal 2: Provide leadership, policy, oversight and coordination to improve the management of programs and administrative processes throughout USDA. (continued)	Increase executive managers' awareness of ethics rules and regulations. Percent of population trained. Number of full time permanent (FTP) ethics advisors on board in USDA (includes all mission areas). Percent of disclosure reports given initial review within 60 days.	90% 7 60%	98% 11 70%
	Increase the effectiveness of USDA Administrative processes and systems. Decrease in amount of overall errors based on implementation of Time and Attendance initiatives (percent decrease each year in documents rejected as compared to the overall number in the previous year). New Purchase Card Management System implemented (% of 20,000 potential users in USDA). Use of performance-based contracts (% of total service contract dollars).	10% 100% 5%	10.5% 95% 1.9%
	Improve utilization of USDA buildings and space. Amount reduction of leased space (square feet). Reduce utility consumption.	39,000 8%	39,000 8.2%
	Renovate the Headquarters work space. Ten year renovation plan complete. Upgrade electrical and HVAC systems.	4% 4%	4% 4%
Goal 3: Deliver timely, reliable and efficient services to Departmental Administration customers.	Increase Headquarters workplace safety. Contractor-related accidents. Reduction in the number of job related injuries/illness.	0 15%	7 0%
	Reduce building services customer complaints.	5%	-1%

Goal 1: All USDA employees and customers are treated fairly and equitably with dignity and respect. The USDA will have the best civil rights record among Federal agencies.

Objective 1.1: Fully implement the CRAT report recommendations that were approved by the Secretary of Agriculture:

Key Performance Goals

<u>Fully implement the CRAT report recommendations that were approved by the Secretary of Agriculture.</u>	
Implementation teams established.	
Target:	100%
Actual:	100%
Policies/strategies issued based on CRAT recommendation.	
Target:	100%
Actual:	100%
Employees received basic Civil Rights (CR) training.	
Target:	100%
Actual:	79%
Farm worker issues implemented.	
Target:	100%
Actual:	100%

Fully implement the CRAT report recommendations that were approved by the Secretary of Agriculture (continued).

Legislative changes related to farm policies.

Target: 100%

Actual: 0%

Decrease in the time to settle backlog of civil rights complaints.

Target: 5%

Actual: 3%

Implementation Teams Established

1999 Data: During FY 1999, DA continued to implement the CRAT recommendations. This process began in 1997 and continues to implement changes in the way civil rights are assured to USDA employees and customers. Throughout 1999, efforts continued to oversee the activities that implemented the Civil Rights Implementation Team (CRIT) recommendations.

Analysis of Results: Thirty-three teams were established and charged with implementing one or more of the CRAT recommendations. Collectively, the 33 teams represented the largest, most diverse civil rights effort in USDA history. For details, see, "Civil Rights at USDA—One Year of Change," March 1998. Of the 75 CRAT recommendations that could be implemented administratively, all but 3 have been implemented or are well on their way to being implemented. Of the remaining 17 recommendations that require congressional action for their implementation, additional appropriations or new legislative provisions have been enacted relating to 5.

Description of Actions and Schedules: In March 1997, USDA formed the Civil Rights Implementation Team (CRIT) as an ad hoc unit to plan, guide, and coordinate implementation of the 92 recommendations. CRIT consisted of 34 employees from headquarters and the field who were assigned to work full-time on a year-long implementation effort under the leadership of the Acting Assistant Secretary for Administration. Beginning in April, 1997, some 300 other employees joined in the implementation phase, on a part-time basis, to serve on 33 teams.

Since the inception of the CRAT Report, the Department has:

- (a) Reorganized CR's structure to establish an organization which now has clear lines of authority and accountability,
- (b) Developed new policies, regulations, procedures and information materials, and
- (c) Drafted new legislative proposals to implement CRAT recommendations.

This fiscal year, the activities of the implementation teams continued to ensure follow through with the full implementation of all recommendations. An update of all activities for this fiscal year, will be reported in the "Civil Rights at the United States Department of Agriculture - Three Years of Progress," which will be available in March, 2000.

Current Fiscal Year Performance: This fiscal year, efforts continued the activities begun in 1997, including an update of activities to be published in the "Civil Rights at the United States Department of Agriculture - Three Years of Progress."

Program Evaluations: The 33 Implementation Teams completed their work in 1998, and the affect of their recommendations and their implementation are quarterly evaluated by the CR Accountability Division. Each agency head is assessed quarterly as to their compliance, assistance, and implementation efforts relative to 50 identified items in to the CRIT recommendations. Further, through annual civil rights compliance reviews, 20% of all USDA employment and program delivery activities will be reviewed; thereby, assuring that all employment and program delivery activities are evaluated for compliance with civil rights requirements every 5 years. DA will be able to evaluate the effectiveness resulting from the implementation of the CRAT recommendations.

Policies/strategies Issued Based on CRAT Recommendations

1999 Data: Forty-four major directives have been issued pursuant to the CRAT Report recommendations. DA's established goal was a total of ten policies/strategies.

Analysis of Results: Nine Departmental Directives remain to be implemented. They are:

Policy/Procedure regarding Management Accountability for Discrimination (Human Resources Management (OHRM)/CR)
 Instructions for Preparing Affirmative Employment Recruitment Plans (CR)
 Reaffirmation of Agreement in Principle between Department of Interior and USDA (OR)
 Charter for Outreach Councils under FACA (NOC)
 Program Discrimination Complaints Form and Brochure Public Notice and OMB (emergency clearance and final clearance) (CR)
 Minority Farms Register Privacy Act Notice (OR)
 Environmental Justice (Update and Procedures) (CR)
 "And Justice for All" Poster for Recipients of Food Stamp Program
 "And Justice for All" Poster for Recipients of all Programs other than Food Stamp Programs

The following table provides a listing of all Departmental Directives relating to CRAT that were implemented this year:

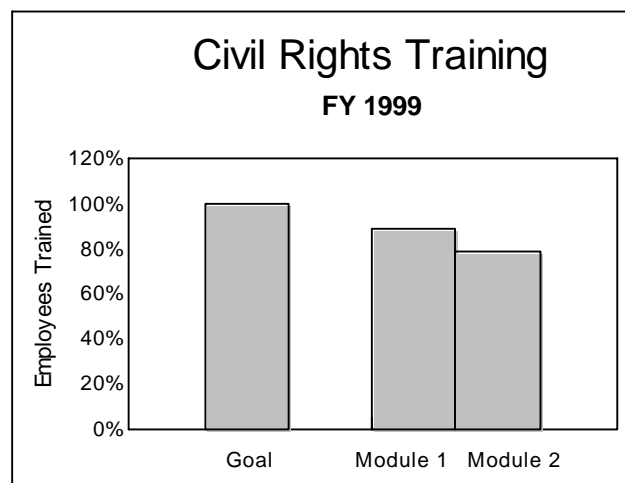
Departmental Directives	
Number	Subject
DR 4300-7	Processing of EEO Complaints of Discrimination
Manual	Processing EEO Complaints of Discrimination
	Civil Rights Impact Analysis Update and Manual
DR 4330-2	Nondiscrimination in Programs and Activities Receiving Federal Financial Assistance from USDA
Manual	Nondiscrimination in Programs and Activities Receiving Federal Financial Assistance from USDA
4330-3	Nondiscrimination in USDA-Conducted Programs and Activities
Manual	Nondiscrimination in USDA-Conducted Programs and Activities
DR 9700-1	Small Farms Policy
DR 4300-3	Update of Equal Opportunity Public Notification Policy
DR 4120-2	Policy on Training and Development for Team Leaders, Supervisors, Managers, and Executives
SM 4090-2	Conflict Management Policy
SM 1030-42	Delegation of Authority for Outreach and Assistance for Socially Disadvantaged Farmers and Ranchers
DR 5090-004	Rule of One Policy for Simplified Acquisition Procedures
DPB	Policy/Procedure for Handling Reprisal Allegations
DPB 75x-x	Policy and Procedures for Disciplinary Action

Current Fiscal Year Performance: FY 2000 activities pursuant to this indicator will be to finalize the nine remaining directives.

Program Evaluations: Through compliance reviews conducted of both program and employment activities as well as the EEO and program complaint processes, we will be able to evaluate the effectiveness of these policy directives, and recommend change, accordingly.

Employees Receive Basic CR Training

1999 Data: CR training for the Department was identified, developed and delivered to USDA employees. As of November 30, 1999, 89% of USDA employees have completed training for Module One and 79% for Module Two.



Analysis of Results: CR staff worked with agencies to identify and/or develop training to meet the learning objectives required by Departmental Regulation 4120-, "Annual Departmental Civil Rights Training".

Description of Actions and Schedules: For FY 1999, agencies were given the flexibility to choose two of the required eight civil rights training modules. The CR staff worked closely with agencies to identify training materials that met the learning objectives required by the Department. Since the "one size fits all" approach was not appropriate or efficient for USDA as a whole, the CR staff was able to identify materials that provided innovative and cost effective training for agency employees. Using technology to minimize work disruptions, some of the training was available via the Internet. In addition, the CR staff, in conjunction with agencies, developed several self-study guides. The self-study guides were used by many agencies since they were able to minimize any negative impact on productivity while still meeting the learning objectives required by the training.

Taking the leadership to ensure this objective would be accomplished, the CR staff met individually with each agency CR director and training coordinator to identify the two training modules agencies would complete for FY 1999. To assist with their efforts and monitor progress, monthly and occasionally weekly meetings were held with agency training coordinators. The purpose of the meetings was to support the training effort and troubleshoot any unforeseen obstacles.

Several agencies were granted extensions due to unique circumstances. For example, FSIS was granted an extension of time for training its field employees due to the Congressionally-mandated Hazard Analysis and Critical Control Point training that was required to be completed during FY 1999. They were,

however, able to train 100% of their headquarters staff and several of their field employees. It is expected that all remaining FY 1999 training will be completed in FY 2000.

Current Fiscal Year Performance: This Fiscal Year, both the training for last year and FY 2000, will be completed by September 30, 2000.

Program Evaluations: Agencies are required to complete an evaluation of their training efforts and submit results to the CR staff for consolidation. We will prepare a summary report of the results.

Farm Worker Issues Implemented

1999 Data: In January, 1999, a Farm Worker Coordinator position was established in the Office of Outreach to continue addressing the needs of farm workers. In addition, efforts continue to enforce the requirement that those who use "restrictive-use pesticides" keep records of the application of their products; to develop a partnership with the American Medical Association and disseminate pesticide information to health care providers treating pesticide-related illnesses; include information received through partnership with the American Medical Association and information dissemination efforts in the annual pesticide use reports mandated in the 1990 and 1996 farm legislation; and, continue enforcement of the Environmental Justice Executive Order. The farm worker initiatives for FY 1999 include grants, conferences, 4-H programs for children of farm workers, pesticide education, outreach efforts via mobile vans, scholars programs, housing for farm workers, and committees established to address farm worker issues. CR's established goal was a total of 3 farm worker initiatives for FY 1999.

Analysis of Results: The Farm Worker Coordinator position along with other new USDA small farms policies include, among other assurances, that farmers and farm workers live and work in safe and responsible environments. (See "Small Farms Policy," September 8, 1999). A "Small Farms Policy," was established in Departmental Regulation 9700-1, in September, 1999.

Description of Actions and Schedules: In 1998, Several meetings were held with farm workers to gather information for a USDA initiative to address the needs of farm workers. The meetings were the basis for additional policy and the hiring of the farm work coordinator.

To implement the "restrictive-use pesticides" record-keeping, AMS and CSREES were requested to expand the compliance program for the Federal pesticide record keeping and educational programs; the Agency Head of CSREES was requested to increase the agency budget to provide sufficient resources to the land-grant system to educate farm workers, farmers, and pesticide applicators on the safe use of pesticides and record keeping; and the Secretary conducted a joint Environmental Protection Agency and USDA meeting to discuss farm workers, pesticide safety, and health issues.

The CSREES Agency Head has been directed to increase the CSREES budget to update the Extension Toxicology Network database to provide training to health care providers on pesticides. Due to budget constraints, minimum action is ongoing in this area.

Current Fiscal Year Performance: A program session on farm workers has been accepted in the Outlook Conference for the year 2000. February, 2000, the first ever North American Free Trade Agreement conference on "farm workers" will be held in San Diego, California. Agricultural Marketing Service is requesting \$150,000 to educate farm workers on pesticides. Cooperative State Research, Education, and Extension Service is requesting \$5 million to assist the children of farm workers (citizens and non-citizens) through the 4-H Youth Program.

Program Evaluations: Through compliance reviews of Federally-assisted and Federally-conducted program delivery activities, determinations can be made as to compliance with the activities enumerated in the CRIT Report.

Legislative Changes Related to Farm Policies

1999 Data: Seventeen CRAT recommendations with legislative changes have been identified. The established goal was a total of four legislative changes for FY 1999.

Analysis of Results: No legislative packages were submitted in FY 1999; however, DA, in conjunction with the Office of the General Counsel (OGC), is working to submit individual legislative proposals to Congress.

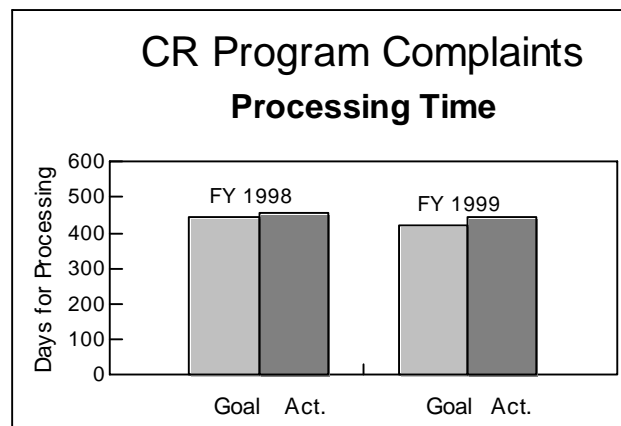
Descriptions of Actions and Schedules: The legislative packages will be prepared during FY 2000 for submission to Congress where possible.

Current Fiscal Year Performance: The legislative changes to farm policies were rewritten in FY 1999 for re-submission to Congress in FY 2000.

Program Evaluations: Evaluation of these policies will be conducted through compliance reviews of both Federally-conducted and Federally-assisted programs and activities, and through review of program complaint issues.

Decrease in the Time to Settle Civil Rights Complaints

1999 Data: These data show that the reduction in the percent of time to settle program complaints was 3% for FY 1999. In 1999, CR closed 736 program complaints and received 965 complaints. Our goal was to reduce the percent of time to settle program complaints by 5% for FY 1999.



Analysis of Results: These backlog closures show that the median number of days to complete processing of program complaints was 455 days, which is compared to the 1997 baseline of 469 days. A comparison of data documents the following:

	1997		1998		1999	
	Closed	Received	Closed	Received	Closed	Received
Program	125	539	481	693	1,465	837
EEO	683	798	970	945	736	965

Descriptions of Actions and Schedules: CRAT recommendation 22 addressed the backlog of program complaints. All but 29 of the 1,088 formal complaints (active between January 1, 1997 and November 1, 1997) have been resolved or referred, at the complainant's request, to the class complaint. There have been a total of 60 financial settlements and the Department of Justice has successfully mediated six individual complaints.

Although the number of both EEO and program complaints has increased over the past three years, through reorganization and additional staff, CR was able to oversee the closure of more complaints each year, with the exception of EEO complaints in FY 1999. EEO complaints closed should increase through the use of new guidance from the EEOC, including the institution of Alternative Dispute Resolution activities for formal complaints. This fiscal year saw an eight-fold increase in program complaints closed over 1997. Nevertheless, the number of program complaints closed this year is 3 times that of last year.

Current Fiscal Year Performance: Efforts continue to reduce and remove the backlog of program complaints filed prior to November 1, 1997, as well as resolve complaints filed after November 1, 1997. Reduction of the employment complaint backlog also continues with anticipation that the backlog will be resolved within FY 2000.

We continue to decrease the settlement time through stronger oversight by the CR of agency activities, and consistent policy guidance.

Program Evaluations: We are in the process of changing the mission of its Agency Support and Special Emphasis Programs Division to that of Employment Compliance and Technical Assistance Division. This change will result in the staff of the Division having responsibility for conducting and evaluating compliance reviews of each USDA agency's EEO programs and activities.

Compliance reviews of both program delivery activities and complaint processing, including settlements, will evaluate the timeliness of resolving program complaints. Twenty percent of all agency programs will be reviewed each year resulting in 100 percent review every 5 years.

Goal 2: Provide leadership, policy, oversight and coordination to improve the management of programs and administrative processes throughout USDA.

Objective 2.1: Increase opportunities for and participation of a) small, disadvantaged, and women-owned businesses to participate in USDA contract and program activities, and b) historically under-served rural populations and small limited resource farmers in USDA programs.

Objective 2.2: Ensure consistent and uniform key administrative policies to: a) increase the effectiveness and efficiency of human resource management programs and services, and b) increase employee productivity and improve the well being of the USDA workforce.

Objective 2.3: Provide modern, efficient, and cost effective procurement and property systems.

Objective 2.4: Improve the effectiveness of USDA space management programs.

Objective 2.5: Ensure that all USDA employees are aware of, and compliant with, laws, regulations and administrative procedures governing standards of conduct, conflict of interest, political activity and contracting.

Objective 2.6: Increase USDA's preparedness for continuity of essential functions during disaster or emergency situations.

Key Performance Goal

Increase opportunity for the historically under served community to participate in USDA program services.

Agency Plans that adequately meet established criteria to address needs of targeted populations.

Target: 65%

Actual: 20%

1999 Data: During FY 1999, the Office of Outreach undertook a major organizational assessment and reorganization effort. This process has provided the structure and performance objectives necessary to carry out Outreach goals and missions in FY 2000, and is being implemented in the 2nd quarter. As a result, planning efforts with Agencies in FY 1999 were severely limited.

Analysis of Results: The Department's Outreach program was established in 1998 and the planning process was initiated at that time. Outreach plans were received from approximately 90% of the agencies across USDA, however, due to resource limitations adequate review of the plans were limited. Resources were focused on redefining the mission and goals of the office, and then establishing the organizational framework, functions and work products necessary to accomplish the performance goal. We developed a work plan intended to lead strategic outreach planning with the Agencies in FY 2000 for FY 2001. We have also increased the target to 80% of Agency plans will have established performance targets to increase service to targeted customer groups.

Description of Actions and Schedules: The office has outlined plans to develop a Departmental Regulation with instructions/specific requirements for the completion of Agency Outreach Plans. In addition, the Outreach Office has initiated plans, which include:

- A) the development of outreach training modules to educate/communicate to Agencies 1) the process for completion of the plans, 2) roles and responsibilities of each of the internal outreach partners, and 3) proposed roles for external outreach partners;
- B) the delivery of this information in a development conference in addition to publication of the regulation
- C) the use of Agriculture Statistics, Census and Research data to quantify the targeted customer baseline and assist the Agencies in reaching outreach goals.

Current Fiscal Year Performance: The specific goals for the program are being reviewed based on what we have learned in the reorganization effort.

Program Evaluations: In FY 1999, the Office of Outreach reviewed its mission, goals, organization, staffing, work products and performance measurements using a contractor to facilitate discussion and staff work. This has provided the framework to move forward to accomplish program goals in FY 2000.

Key Performance Goal

Increased USDA contract opportunities will be set aside for small business.

Percent increase of contract requirements set aside for small business over previous year:

Target: 10%

Actual: 11.6%

Fiscal Year	Actual Percent of Contracts Set Aside for Small Business	Actual Percent Increase over Previous Year	Target Percent Increase Over Previous Year
1997	25.0%		
1998	27.6%	10.4%	
1999	30.8%	11.6%	10%
2000			10%
2001			10%

1999 Data: The FY 1999 data is final. Data is obtained from the National Finance Center's SF 279 contract tracking system. Data is recorded in the system by individual contracting officers throughout the Department as contracts are awarded. USDA agencies are required to verify and correct data entered into the system within 45 days of the end of the fiscal year.

Analysis Results: Since the base year data was established in FY 1997, the number of contract opportunities set aside for small businesses have exceeded the annual target of a 10 percent increase. However, with the increase use of credit cards and large Government-wide contracts to fill USDA requirements, opportunities to effect set-asides for small businesses are becoming fewer. If this trend continues the performance measure may have to be revised.

Current Fiscal Year Performance: Continued targeted outreach to under-represented small businesses and technical assistance on changing requirements have resulted in strategies to identify contract opportunities typically being awarded to large businesses.

Program Evaluations: None conducted during FY 1999.

Key Performance Goal

Increase executive managers' awareness of ethics rules and regulations.

Percent population trained annually.

Target: 90%

Actual: 98%

Number of full time permanent (FTP) ethics advisors on board in USDA (includes all mission areas).

Target: 7

Actual: 11

Percent of disclosure reports given initial review within 60 days.

Target: 60%

Actual: 70%

1999 Data: Data on ethics program accomplishments and employment of ethics advisors were derived from USDA agency reports and were reviewed in discussion with agency officials. They are considered to be accurate.

Analysis of Results: The percent of applicable population trained measures the training efficiency of the Office of Ethics in administering annual ethics training to 200 senior level employees and political appointees in USDA headquarters. In FY 1999, the target was exceeded and 196 or 98% of the applicable population was trained.

Initial projections of employment of ethics advisors were based on the 1998 Annual Ethics Program Questionnaire. Better than expected progress was made in FY 1999 and the final figure was obtained by directly contacting each mission area.

The data on the review of disclosure reports reviewed reflects reports by the USDA agencies. Until we install the automated tracking system, we have no reliable way of assessing the timeliness of mission area reports review. In FY 1999, the Office of Ethics successfully conducted its "initial review" on 100% of the annual public disclosure reports within the 60 days of filing as required by the Office of Government Ethics (OGE) regulation; similar success was reported informally by the Marketing and Regulatory Programs mission area.

Current Fiscal Year Performance: It had previously been projected that 95% of USDA applicable population would be trained in FY 2000. Based on the FY 1999 accomplishment level, a revision of the target to 99% will be considered. The current target for FY 2001 is 100%. Our experience also shows that there will probably be some individuals who will not be trained because of specific logistical or timing problems. Therefore, it may be appropriate to adjust the FY 2001 target from 100% to 99%.

Projections of total USDA ethics advisors employed may be affected by the likely continuing budget reductions in administrative overhead activities and uncertainty over the prospect of reviving the Service Support Bureau under Administrative Convergence. The same budget difficulties will impact the level of reviews that can be maintained in future years.

Program Evaluations: OGE conducted program reviews in FSIS, GIPSA, FSA and RMA. They found the agencies weak on identifying new entrants who should be covered by the disclosure requirements and cited FFAS for an inadequate staff commitment to the program and the absence of a policy to handle travel from non-Federal sources. They are working with those agencies to resolve deficiencies identified.

Key Performance Goal

Increase effectiveness of USDA Administrative processes and systems.

Decrease in amount of overall errors based on implementation of Time and Attendance initiatives.

Target: 10%
Actual: 10.5%

1999 Data: There were 200,762 fatal T&A rejections in FY 1998. This level of errors was reduced to 179,698 in FY 1999. This data is final. The data is obtained from the National Finance Center's (NFC's) Statistics database. This information is normally recorded each pay period after the Time & Attendance (T&A) data has been processed resulting in data for 26 pay periods. However, during FY1999 there were two pay periods for which this data was not retained. In order to provide a valid comparison to the FY1998 baseline of 26 pay periods, the total number of fatal rejections of T&A data for FY1999 was estimated. This estimate was derived by dividing the actual FY 1999 total by 24 to obtain an average pay period total. This FY1999 average pay period total was then multiplied by 26 to obtain the FY1999 estimate used above.

Analysis of Result: Recent efforts to reduce the number of fatal T&A rejection errors within USDA are working. The primary factor in this reduction can be attributed to proactive measures taken by agency staff when a T&A record is rejected by the NFC TIME program for a fatal or non-fatal error in the transmitted data. In the past, once an employee received their allocated salary amount the T&A process was complete. Today agency staff are carefully monitoring the problems that occur each pay period and communicating with individual timekeepers to prevent, or at least prevent reoccurrences of, a T&A rejection.

Current Fiscal Year Performance: The Office of Human Resources Management (OHRM) continues to lead agency/mission area staff in identifying measures to address T&A rejections in USDA. A key

component in this effort is providing guidance and assistance to agency/mission area staff regarding the T&A process and what they can do to resolve problems. In addition, on behalf of the USDA agencies, OHRM has submitted numerous requests to the NFC for changes in the current NFC programs, enhancements to the T&A software, and recommendations for future T&A software.

Program Evaluations: None conducted during FY 1999.

Increase effectiveness of USDA Administrative processes and systems.

New Purchase Card Management System implemented.

Target: 100%

Actual: 95%

1999 Data: 19,000 purchase card accounts have been established. Data for this activity was based on information provided by the Purchase Card Management System (PCMS). PCMS's query capability provides comprehensive management information, including the ability to count individual card holder accounts and related purchase transaction activity.

Analysis of Results: The successful deployment of 19,000 purchase cards, and connectivity to PCMS, allowed all designated USDA users to complete micro purchase transactions (\$2,500 and under) at their desktops in an automated, real-time work environment. The original estimate of purchase card accounts needed was 20,000. However, during implementation, it was found that the 19,000 accounts establish fully met the current need.

This innovative acquisition software allows users to streamline procurement processes (thereby shortening their procurement lead times), individually procure products and services in support of USDA mission delivery, and reconcile all account activity through an automated on-line application. In addition, previous cost benefit analyses have estimated that this new credit card procedure provides a cost avoidance of \$60 per transaction (\$77 cost per purchase order versus \$17 cost per PCMS transaction).

Increase effectiveness of USDA Administrative processes and systems.

Use of performance-based contracts (% of total service contract dollars).

Target: 5%

Actual: 1.9%

1999 Data: In FY 1999 USDA awarded \$13,424,000 in performance-based contracts representing 1.9 percent of the service contracts awarded. This represents no progress since FY 1998. Data for this goal is collected under the system of Procurement Performance Measures (measures of a quality organization) established in AGAR Advisory Number 18. Agency acquisition managers are tasked to increase the use of the Performance Based Service Contracting Method in their activities' service contracts. Each contracting officer completes a report (format established by OMB) within 5 calendar days after award to indicate the action has begun, the current dollar value of the action, and the savings that can be identified as accruing from use of the method. Within 60 days after award each contracting officer is to submit a satisfaction report on the action. These reports are forwarded from the agency to the Office of Procurement, Property and Emergency Preparedness (OPPEP). All actions reported by the agencies have been included in this report.

Analysis of Results: Meeting the goal is a tactical responsibility of the agency acquisition officials. Accomplishment requires that agency requisitioners be trained to prepare statements of work in formats other than the historical fashion. Conversion requires that the organizations be convinced that use of the method will accrue savings and improvements sufficient to invest in the additional effort necessary to change past practices.

USDA participated in and provided copies to the agencies of a nation-wide OMB study that illustrated a potential for 15 percent savings and significant increases in customer satisfaction from use of the method.

In addition, OPPEP has held executive and buyer/requisition writer training for the agencies. Beyond that, OPPEP has made the current reporting as easy as possible to provide the data needed by OMB and participated in OMB workgroups to further simplify the reporting.

Description of Actions and Schedules: During the second quarter of FY 2000, Departmental Administration will prepare a briefing for senior agency managers and procurement managers regarding the potential for cost savings and customer service improvement under the Performance-based contracting method. We will work with the Office of Federal Procurement Policy to more specifically identify USDA procurement opportunities for performance based contracting.

Program Evaluation: The goal was not achieved by the agency acquisition managers in spite of their reports showing an annual savings of 2.7% of the dollars spent when using the method. This resulted in achievements generally at the prior year level.

The Office of Management and Budget, Office of Federal Procurement Policy has indicated that the system for tracking this activity will change in FY 2000. In addition the Federal goals for accomplishment will be redefined as a five year target. Departmental Administration will be reassessing the FY 2000 and future goals.

Goal 3: Deliver timely, reliable and efficient services to Departmental Administration customers.

Objective 3.1: Provide a safe and modern workplace for USDA Headquarters Complex and the George Washington Carver office facility.

Objective 3.2: Deliver timely, reliable and efficient centralized and other services to Departmental Administration's customers.

Key Performance Goal

Improve utilization of USDA buildings and space.
Amount reduction of leased space (square feet).
Target: 39,000
Actual: 39,000

Fiscal Year	Actual Space Rental	Target Space Rental
1997	1,125,000 sq ft	
1998	1,063,000 sq ft	
1999	1,086,000 sq ft	1,086,000 sq ft
2000		1,080,000 sq ft
2001		1,010,000 sq ft

1999 Data: The FY 1999 data is a snapshot in time of actual usable square feet of office space being leased by USDA in the Washington area on September 30, 1999. A number of lease actions were initiated in FY 1999, including both releases and acquisitions, which will be completed in FY 2000. It is also noted that USDA's space inventory is a volatile number that must be adjusted continuously to address the need for space for agency consolidations, reorganizations, new programs, task forces, lease expirations, and relocation space for the South Building renovation.

Analysis of Results: Efforts to reduce USDA leased space in the Washington area began with the construction of the George Washington Carver Center between 1996 and 1998. As a result of the

occupancy of this facility, a number of objectives were achieved, including: (1) the release to GSA of approximately 170,000 square feet of leased space in Maryland; (2) vacating some space within the South Building which can be used for renovation swing space or other space needs; (3) providing space to house 124 personnel of the Service Center Initiative and its business process re-engineering center (this is an example of a major "task force").

Current Fiscal Year Performance: The second component of USDA's facilities strategy in the Washington area requires the renovation of the Agriculture South Building. While its primary objectives are to eliminate health and safety hazards and provide an efficient working environment to support USDA programs, the renovation project provides the engine to drive the leased space reduction efforts. Space plans for the South Building Modernization are being designed taking into account personnel reductions in each agency. The Office of Operations continues to encourage agencies to consolidate existing leased space as downsizing occurs. However, it is not practical to re-configure and reduce space with each reduction in personnel. The Department's best approach in the Washington area is to plan space reduction for each agency with each relocation associated with the renovation, while recognizing that each agency has special space needs to accomplish its programs. Only Phase 1 of the renovation project has been funded to date. The FY 2000 President's budget request of \$26 million for Phase 2 was reduced to \$0 by Congress. Initially, the reduction in leased square footage is being offset by the need for relocation space for the phases of the renovation. After completion of three or more phases of the modernization of the South Building, USDA should realize a substantial reduction of leased space if all downsizing occurs and agency space needs do not expand. All current goals related to the renovation are subject to adequate funding for Phase 2 being provided in FY 2001. Further leased space reduction will rely heavily on funding for the future seven phases of the planned renovation project and continued streamlining of the USDA workforce in the Washington, D.C. metropolitan area.

During FY 2000, Phase 1 of the South Building renovation will be completed. Actions to move agency tenants out of Wing 4, Phase 2 of the renovation project, will be completed. At the same time, efforts will continue to plan and implement future leased space reduction actions, subject to funding availability and to the need to address volatile agency space requirements.

Program Evaluations: None conducted during FY 1999.

Improve utilization of USDA buildings and space.

Reduce utility consumption:

Target: 8%
Actual: 8.2%

Fiscal Year	Electric (Gwh)	Chilled Water (Bbtu)	Steam (Bbtu)	Total Units Used	Target Units Used
1994	42.2	67.0	77.1	186.3	
1995 Base Year	41.2	67.8	68.8	177.8	
1996	40.4	50.8	52.0	143.2	
1997	38.9	55.6	52.0	146.5	
1998	38.7	66.7	56.0	161.4	
1999	39.8	68.4	55.0	163.2	163.6
2000					160.0
2001					160.

1999 Data: The FY 1999 data is final. The data was obtained from the billing records of the utility providers. This consumption information is recorded each month and is based on meter readings. City water usage was eliminated from the analysis since under the current utilities system, water usage is billed to the Department of the Treasury for all agencies and the USDA share is based on an estimate. It has been impractical to track actual water usage. We understand that legislation is being considered to require the District of Columbia to bill the agencies separately based on actual usage in the same manner as other utilities. The Department has indicated its support for this legislation.

Analysis of Results: The implementation of energy savings features throughout the complex has reduced our current consumption by 8.2 percent below the 1995 base level. Delays in closing down wings for the South Building Renovation and weather conditions increased our 1999 consumption slightly over FY 1998.

Current Fiscal Year Performance: Washington Area Service Center (WASC) continues to identify and implement energy saving features throughout the complex. Many of these have been identify in our status of programs update. The continued modernization of the South Building will replace water and steam lines, electrical wiring and fixtures will be replaced with state of the art energy savers.

Program Evaluations: None conducted during FY 1999.

Key Performance Goal

Renovate the Headquarters Work Place.

Ten year renovation plan completed.

Target: 4%

Actual: 4%

Upgrade electrical and HVAC Systems.

Target: 4%

Actual: 4%

1999 Data: The 1999 progress reflects completion of over half of the construction of Phase 1 which comprises approximately 8 percent of the planned 8-phase renovation. The first phase consists of approximately 100,000 square feet of the 1.2 million square foot building. The upgrade of electrical and heating, ventilation and air conditioning systems is being accomplished as part of each phase of renovation.

Analysis of Results: Phase 1 will be completed and occupied during FY 2000 so that by the end of FY 2000, the completion percentage will reach 8 percent. This will allow Phase 2 to begin in FY 2001 if adequate funding is provided. Phase 2 would then be completed in FY 2002, allowing Phase 3 to be started in FY 2002 if funding for Phase 3 design is provided as requested in FY2001. By the end of FY 2003, 25 percent of the renovation will have been completed. If funding is not provided for Phases 2 and 3 in FY's 2001 and 2002, this goal cannot be reached.

Current Fiscal Year Performance: During FY 2000, Phase 1 of the South Building renovation will be completed. Rural Development, National Agricultural Statistics Service and Office of General Counsel employees will be moved into the new spaces. Actions to move tenants out of Wing 4, which started in FY 1999, will continue in preparation for starting Phase 2 construction in FY 2001.

Program Evaluations: None conducted during FY 1999.

Key Performance GoalIncrease Headquarters Workplace Safety.

Contractor-related Accidents.

Target: 0**Actual:** 7

Reduction in the number of job related injuries/illnesses.

Target: 15%**Actual:** -1%

1999 Data: The 1999 data is final. The data was obtained from the tracking records maintained in the Health Unit. The occurrences are entered into the data based as they are reported.

Analysis of Results: The level of contractor accidents reflects the beginning of major construction on the South Building Renovation Project. There were five and seven contractor related injuries in FY 1998 and FY 1999 respectively. Total injuries/accidents have been very consistent during FY 1998-1999. There were 85 job injuries reported in FY 1998 and 86 reported in FY 1999.

Current Fiscal Year Performance: Efforts will continue to reduce workplace accidents and injuries. Given the expected ongoing South Building construction and deficiencies in the current structure, this will continue to be a challenge.

Description of Actions and Schedules: Additional monitoring of the construction will continue to identify and correct hazardous conditions and situations. Increased surveys of hallways and other open areas will be done to identify and eliminate potential problems. Additional training sessions will be conducted for employees on ergonomics and computer related problems. Additional emphasis and training on OSHA requirements will be provided.

Key Performance GoalReduce building services customer complaints.**Target:** 5%**Actual:** -5%

Fiscal Year	Actual Customer Calls	Target Customer Calls
1994	10,570	
1995	7,480	
1996 Base Year	10,300	
1997	13,620	
1998	11,540	
Fiscal Year	Actual Customer Calls	Target Customer Calls
1999	11,110	9,785
2000		9,785
2001		9,785

1999 Data: The 1999 data is final. The data was obtained from the tracking records maintained in our electronic data base. The service calls are entered into the data based as they are received.

Analysis of Results: The level of calls indicates that substantial problems in building maintenance are still being encountered. Except for FY 1995 and 1997, service calls have shown a consistent pattern.

Current Fiscal Year Performance: The overall age of the building coupled with the South Building Renovation Project has resulted in an increase in service calls reporting water leaks, odors, rodents, etc. As the project continues, the volume of service calls will probably continue to escalate. Once a major portion of the South Building is completed, we would expect a marked reduction in service calls.

Description of Actions and Schedules: Washington Area Service Center (WASC) continues to identify and implement ways of improving building services to our USDA customers. The requirements of the cleaning contracts were upgraded to improve the quality of cleaning services throughout the complex.